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A Study of Marine Corps Transfers:  
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## ABSTRACT

This paper reports an exploratory effort to understand more fully the transfer socialization processes experienced by a selected group of Marine Corps personnel. Major issues addressed are (1) expectations held prior to a military transition to a new duty assignment and subsequent accuracy of these expectations, (2) work stressors experienced during transition and coping mechanisms, (3) changes in norms following unit transfer, and (4) sources of information about the transfer and accuracy of the sources. The report summarizes preliminary analyses performed on the data gathered from a Marine Corps battalion before and during a transfer from Camp Pendleton to Okinawa.

A Study of Marine Corps Transfers:  
Expectations, Work Stress, Norms,  
and Information Sources<sup>1</sup>

INTRODUCTION

A longitudinal study of military transition effectiveness was begun in August 1981 with Marine Corps personnel. Major issues addressed in the study are (a) sources of information about new assignments, (b) the impact of expectations on subsequent socialization and performance, and (c) specification of effective and ineffective coping behaviors. This paper summarizes the preliminary analyses performed on the data gathered from a Marine Corps battalion before and during a transfer from Camp Pendleton to Okinawa.

The Marine Corps transfer study is part of a three year investigation of organizational transition socialization processes funded by the Office of Naval Research. The major objectives of this research program are: (1) To develop a conceptual model of the determinants of transition socialization effectiveness; (2) to evaluate and appropriately modify this model based on research in military and private sector organizations; and (3) to suggest policy and practice implications for facilitating effective transition socialization.

Only a brief description of the research questions under investigation is included in this document. The conceptual and theoretical base for this research may be found in an earlier Technical Report published as part of

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<sup>1</sup>Our colleagues, William H. Mobley and Cynthia D. Fisher, played an instrumental role in the design of the research and collection of the data reported in this paper. We would also like to thank Julie Molleston for help with data analysis and preparation.



our overall research program (Fisher & Weekley, 1982). A subsequent technical report will relate the data summarized here to antecedents and consequences of the transition socialization process.

### RESEARCH ISSUES

Organizational socialization refers to the processes by which people learn the values, norms, and required behaviors that permit them to participate effectively as members of an organization (Van Maanen, 1976). While socialization processes occur continuously in organizations, major transitions (such as transfer to a foreign location) provide good opportunities for investigation of socialization phenomena.

Organizational socialization is a complex process with numerous variables contributing to a variety of outcomes (Graen, 1976; Louis, 1980; Van Maanen & Schein, 1979; Wanous, 1980). Investigation of this process is made more difficult by the probability that any specific organizational outcome (such as adjustment, satisfaction, or commitment) is only partially determined by socialization experiences. Yet, the socialization phenomenon is undeniably real (Goldstein, 1969). For example, some Marines adjust to transfer to Okinawa well and perform their duties in an effective manner; others never quite seem to "fit in" or to learn how to cope with the new environment within which they must live and work. Greater understanding of why some individuals transition effectively and others fail to do so is valuable to both military and private sector organizations (Fisher, Wilkins, & Eulberg, 1982).

The Marine Corps transfer study is an exploratory effort to understand more fully the transfer socialization processes experienced by a

selected group of Marine Corps personnel. The basic research questions investigated may be summarized as follows:

- (1) What expectations do Marines have with regard to living and working in Okinawa? How accurate do these expectations later seem to be?
- (2) What work stressors are experienced by the Marines prior to and during their Okinawa tour? How do Marines cope with this stress?
- (3) What norms are influencing individuals' behavior? How do these norms change when their unit is transferred to Okinawa?
- (4) Where do Marines get information about Okinawa? How accurate were these sources of information?

Preliminary analyses of data pertaining to expectations, work stress, norms, and information sources are presented in the following pages. Later work will use these data plus additional demographic, attitudinal, and behavioral indicators to test a predictive model of socialization outcomes.

#### METHOD

##### Sample

The sample consisted of ninety-one Marines stationed at Camp Pendleton, California who were scheduled for transfer to Okinawa. Over 90% of these individuals were assigned to the 2nd Battalion, 7th Marine Regiment. Table 1 in Appendix A contains a breakdown of the sample by rank, length of service, and marital status. In addition, Table 1 contains three indicators of prior experience with adjusting to new locations. It is interesting to note that almost 42% of the sample reported living in only one location prior to joining the Marine Corps; for 33% of the sample, the move to Okinawa would be their first experience outside the United States.

The sample is intentionally primarily composed of lower-ranked

enlisted personnel (the category of individuals of greatest concern to the Marine Corps) and does not accurately represent rank and other distributions of all individuals in the 2nd Battalion, 7th Marines. For example, at the time of this survey (October 1982), the 2nd battalion had over 14% of its members with rank of E-5 or higher, compared with less than 10% in our sample. Some 18% of the battalion was married at that time compared with about 9% of our sample. However, the sample does contain several officers and senior NCOs who were included to broaden qualitative aspects of the data.

### Measures

Appendix B contains a copy of the survey instrument used. Only a portion of the data gathered by this questionnaire is reported here, specifically items measuring expectations, work stress, norms, and sources of information.

Expectations of Marine respondents about life in Okinawa, job duties, Okinawans, weather, rules and regulations, interpersonal relations, and a variety of other aspects of their new assignment were recorded by items 18 through 41 in Appendix B. This section of the questionnaire also contains some general satisfaction and adjustment indicators.

Work stress was measured by items 48 through 54 and stress coping mechanisms by items 55 through 59. Stress questions focused on role overload, role ambiguity, role conflict, moral conflict, strictness of officers, and strain in interpersonal relations. Coping mechanisms tapped by this portion of the questionnaire included acceptance, avoidance, interpersonal communications, adaptation through better planning/organizing, and adaptation through additional training/learning.

Group norms were indexed by items 79 through 95. Measured norms can be categorized into five major areas: Marine Corps/personal pride,

performance/excellence, leadership/supervision, interpersonal relations, and off-duty behavior.

Finally, the respondents' sources of information about Okinawa were assessed with the 30 items under the section heading "Information about Okinawa." (This section is the last three pages in Appendix B.) Data concerning the Marines' sources of Okinawa information was sought in three major areas: (1) the job that the Marine would be performing in Okinawa, (2) life in Okinawa in general (e.g., climate, entertainment, terrain, natives), and (3) adjusting to or coping with living in Okinawa.

#### Procedure

Preliminary interviews with personnel recently returned from unit or individual rotation to Okinawa were conducted at Camp Pendleton in August 1981. These interviews were used to develop and refine the questionnaires and interview guide used in later data collection. In October of 1981, ninety-one individuals who were about to be rotated to Okinawa completed questionnaires and were interviewed. Follow-up interviews were conducted with seventy-nine of these people in May, 1982 during the last month of their stay in Okinawa.

Data collection consisted of respondents' answering both verbal and written questions. The instrument contained in Appendix B was divided into three sections. Each Marine answered the first section individually (items 1 through 41). Interviewers then orally asked items 42 through 100 and recorded respondents' answers. This interview portion provided the opportunity to insure that Marines understood the nature of the study as well as individual questions. Further, it offered a chance to ask open-ended questions and develop a more in-depth understanding of

the Marines' attitudes and concerns. At the conclusion of the interview portion, each Marine then individually completed the final section of the questionnaire (information sources), after directions for doing so were carefully explained.

An identical interview protocol was followed for both the Camp Pendleton and the Okinawa data collections. Some individual items were reworded and a few additional questions added to the Okinawa data collection instrument.

## RESULTS

### Expectations

Subjects answered 24 questions designed to measure various aspects of their expectations about their new assignment, their satisfaction, intentions toward their military career, and general adjustment. The results of responses to these 24 items are contained in Tables 2 through 26 in Appendix A. These tables are arranged in comparable fashion. Each table indicates the number and frequency of Marines selecting each response category (most questions used a five-point answer scale), and the mean and standard deviations of all responses. The Pendleton sample refers to the ninety-one Marines from whom data was collected at Camp Pendleton prior to their departure for Okinawa. The Okinawa sample refers to the seventy-nine individuals interviewed, for the second time, during their stay on Okinawa. In addition, a t-test for differences between the means of these two samples is listed on each appropriate table. In order to be included in this t-test, a respondent had to complete the item in both data collections. Thus, the n for this t-test varies across tables.

The item reported in each table is listed at the top of the page. Notice that the wording often changes between the Camp Pendleton and Okinawa administrations of the questionnaire. For example, in Table 2 (item #18), the Pendleton sample responded to: "Compared to here, living in Okinawa will be." (Responses varied on a five-point scale from "much more boring" to "much more interesting.") In Okinawa, respondents answered: "Compared to Camp Pendleton, living in Okinawa is." Thus, we are comparing prior expectations to the later assessment of the same item.

For item #18, almost 62% of the Pendleton sample expected living to be more interesting in Okinawa, although only a little over 20% actually later found living in Okinawa more interesting. In like manner, over 14% thought living there would be more boring, but almost 70% found it more boring. The difference in mean responses between the Pendleton and Okinawa samples (3.54 versus 2.22) is statistically significant ( $p < .001$ ).

Results of responses to each item will be discussed in turn. Only the wording of the Pendleton questions will be used here. Wording for the Okinawa sample is shown with each table.

Item #19: "My job in Okinawa will be" (Table 3). Almost 54% of the Marines expected that their job would be more interesting in Okinawa, but only 38% found it so. However, significant numbers of respondents both expected (44%) and found (54%) the job to be about the same as they had experienced before. The difference in mean responses between Pendleton and Okinawa (3.68 versus 3.38) was not quite large enough to meet a criterion of statistical significance ( $p = .053$ ).

Item #20: "The natives on Okinawa will be" (Table 4). Marines



answered this question using a five-point scale that ranged from very hostile (1) to very friendly (5). The majority of respondents (60%) expected the Okinawans to be "indifferent" while almost 32% expected them to be friendly. Both the percentage of Marines rating Okinawans as friendly (42%) and as hostile (14%) were higher than the expectations in each category. However, mean responses to this item in the Pendleton and Okinawa samples are virtually identical.

Item #21: "Compared to here, my standard of living while in Okinawa will be" (Table 5). Using a five-point answer format (ranging from 1 = much poorer to 5 = much better), a slight majority of Marines expected their living standard to remain about the same. However, almost 47% of Marines reported that their standard of living dropped (only 26% had expected this to happen). Some 15% of the Okinawa sample reported an improved standard of living, while 23% had expected improvement. Mean responses declined almost one-half point on the five point scale (from 2.98 to 2.53), and this drop is highly significant statistically ( $p < .001$ ).

Item #22: "In Okinawa, drug and alcohol use in my unit will" (Table 6). Almost 41% of the Pendleton sample expected drug and alcohol use to decrease in Okinawa. Some 35% of the Okinawa sample reported a decrease. Over 38% of the Marines expected an increase in drug use and a majority (almost 56%) reported such an increase. While mean responses to this item indicated a perception of increased drug and alcohol use in Okinawa, the difference between Pendleton and Okinawa responses is not statistically significant.

Item #23: "While in Okinawa, my unit will be" (Table 7). Marines responded to this item using a five point scale that varied from "much

less close" (1) to "much closer" (5). A large majority (76%) expected greater closeness after their unit arrived in Okinawa, but a somewhat smaller percentage (although still a majority at 63%) reported greater closeness. Few Marines (less than 7%) thought their unit would be less close although almost 14% reported that it was. These numbers are reflected in a statistically significant ( $p = .003$ ) difference in mean responses between the Pendleton ( $\mu = 3.92$ ) and Okinawa ( $\mu = 3.58$ ) samples.

Item #24: "While in Okinawa, the officers in my unit will be" (Table 8). A majority (56%) of Marines expected greater strictness from their officers while the unit was in Okinawa and over 54% reported this occurred. However, a significant number neither expected (42%) nor reported (37%) much change in officer strictness. Expectations were very close to reported degree of strictness and there is no real difference in mean responses between the Pendleton and Okinawa samples on this item.

Item #25: "While in Okinawa, rules and regulations will be enforced" (Table 9). In a manner similar to the previous question a large majority (88%) of respondents expected rules and regulations to be more strictly enforced. Over 82% reported that rules and regulations were followed more strictly while the unit was in Okinawa. Again, expectations were very close to reported results, and statistical testing suggests there is no real difference between the two samples.

Item #26: "Compared to here, the weather in Okinawa will be" (Table 10). Marines responded to this question using a five point scale ranging from "much worse" (1) to "much better" (5). Here again, expectations seemed accurate. Over 61% expected worse weather in Okinawa



and over 64% reported so. More than 16% of the Pendleton sample had expected better weather, but only 6% of the Okinawa sample perceived the weather as superior to southern California's. There is no statistically significant difference between the Pendleton mean response (2.52) and the Okinawa mean response (2.32).

Item #27: "Compared to here, the activities and entertainment available for leisure time in Okinawa will be" (Table 11). Using the same answer format as the previous question, over 37% of the Pendleton sample expected leisure time activities to be better, but only 19% of the Okinawa sample reported improvement. Some 33% of the Marines had expected activities and entertainment to be worse in Okinawa; a majority (58%) reported that this was so. The mean response from Okinawa (2.43) is lower than the Pendleton mean (3.03) by a statistically significant amount ( $p < .001$ ).

Item #28: "Compared to here, in Okinawa I will have" (Table 12). This item inquired about friendship, and respondents answered on a scale from "many fewer friends" (1) to "many more friends" (5). Only about 21% of the Marines expected to have more friends in Okinawa, however this number almost doubled with over 40% later reporting having more friends. A majority (over 61%) of Marines had expected their number of friends to remain the same but less than 41% reported this to be so. Approximately the same percentage of respondents expected and reported having fewer friends. The Pendleton sample mean of 2.98 is statistically different from the Okinawa sample mean of 3.25 at  $p = .005$ .

Item #29: "In Okinawa, I will miss my family/relatives" (Table 13). Almost 54% of the Marines expected to miss their family and other

relatives more while overseas. Some 61% reported that they did miss their families more while in Okinawa. However, a fairly large number expected (40%) and did miss (33%) them about the same. There is no statistically significant difference in mean responses between the two samples.

Item #30: "Overall, I expect my transfer and adjustment to Okinawa to be" (Table 14). Respondents chose among five answers varying from "very difficult" to "very easy." Over 14% of the Pendleton sample expected a difficult transfer, but only 8% reported difficulty in adjustment. Almost 50% of the Marines expected an easy adjustment to Okinawa and a majority (57%) reported it to be so. The difference in mean responses to this question (3.41 versus 3.65), though not large numerically, is not due to chance being statistically significant at  $p = .012$ .

Item #31: "Overall, my level of satisfaction with Camp Pendleton is" (Table 15). The wording of this item was not changed for the Okinawa sample to determine if perceptions of Pendleton would change with the overseas transfer. This did, in fact, appear to be the case. The mean response of the Pendleton sample on a five point Likert scale ("very dissatisfied" to "very satisfied") was 2.87 compared with the more positive 3.53 mean from the Okinawa sample. This difference is statistically significant ( $p < .001$ ). While at Pendleton, somewhat less than 40% of respondents expressed satisfaction; after five months in Okinawa over 63% of the Marines professed satisfaction with their former home. Dissatisfaction dropped from 47% to 14%.

Item #32: I intend to complete my enlistment" (Table 16). A vast majority (92%) of the Pendleton sample expressed agreement with this

statement. Service in Okinawa does not appear to have altered these intentions with 90% of the latter sample agreeing with the item. There is no meaningful difference between average responses in the two samples.

Item #33: "I intend to re-enlist" (Table 17). Again, service in Okinawa does not seem to have affected these intentions for most Marines. Mean responses to this question are virtually identical. Over 25% of the Pendleton sample expressed some intention to re-enlist; 29% of the Okinawa sample so responded. The number of Marines expressing some intention not to re-enlist also rose (from 42% to 47%). Perhaps service in Okinawa helped some "fence sitters" to make up their mind. ("Unsure" responses dropped from 33% to 24%.)

Item #34: "What are the chances you will finish your enlistment?" (Table 18). Estimates of this outcome are very similar to the intentions expressed to item #32. Over 93% of the Pendleton sample thought they would complete their enlistment. Almost 95% of the Okinawa sample responded in this manner. There is no statistically significant difference between mean responses.

Item #35: "How satisfied have you been with the Marine Corps up to now?" (Table 19). A slight majority of Marines at Pendleton (54%) and in Okinawa (51%) expressed satisfaction with the Corps. Expressed dissatisfaction increased slightly from 26% at Pendleton to 32% on Okinawa. However, the mean response of the Pendleton sample (3.32) is not statistically different from the mean response of the Okinawa sample (3.20).

Item #36: "On the whole, would you prefer to be at Camp Pendleton or in Okinawa?" (Table 20). Marines responded to this item using a seven point scale anchored at the extremes by "Okinawa strongly preferred"

(1) and "Camp Pendleton strongly preferred" (7). Over 58% of the Pendleton sample preferred Camp Pendleton over Okinawa. This percentage rose to almost 75% with the Okinawa sample. Some 23% of the Pendleton sample expressed a preference for Okinawa. This dropped slightly to 19% in the Okinawa sample. Only one third as many Marines had "no preference" after service in Okinawa (6% versus almost 19% at Pendleton). The mean response of the Pendleton sample was 4.85. The mean response of the Okinawa sample was 5.42. This difference does not quite attain acceptable levels of statistical significance at  $p = .09$ .

Item #37: "On the whole, would you say you are giving up a lot to go to Okinawa, or gaining a lot by going?" (Table 21). A majority (almost 53%) of the Pendleton sample thought they were gaining by going to Okinawa. Somewhat less (49%) thought they had gained by the transfer. Slightly over 25% of the Pendleton respondents thought they were giving up more than they had gained. Over 35% of the Okinawa sample thought they gave up something in the transfer. The difference between Pendleton (3.49) and Okinawa (3.15) sample means is not quite statistically significant ( $p = .083$ ). Thus, we cannot satisfactorily rule out the possibility that this difference occurred by chance.

Item #38: "When you were transferred to Camp Pendleton, how long did it take you to feel comfortable living here?" (Table 22). Using a five point answer scale, some 67% of Marines reported it took one month or less to feel comfortable living at Pendleton. However a significant number (almost 20%) stated that they were still not comfortable. A similar question asked of the Okinawa sample will be compared to the following item.

Item #39: "When you go to Okinawa, how long do you think it will take to become comfortable?" (Table 23). A large majority (75%) of the Pendleton sample expected to feel comfortable in a month or less. Approximately the same percentage reported actually feeling comfortable within a month following transfer to Okinawa. Some 13% of the Pendleton sample did not expect to ever feel comfortable in Okinawa while 19% of the Okinawa sample reported such feelings. Mean responses between the two samples are not significantly different.

In addition, the Marines in the Okinawa sample were asked the following question: "When you return to the U.S., how long do you think it will take to become comfortable?" Results from this question are shown in Table 24. Slightly over 77% of the respondents asserted that it would take "no time at all," and almost all respondents (over 97%) expected to feel comfortable a month or less after their return.

Item #40: "When you were in boot camp, how easy was it for you to adjust to the routine and the hassle?" (Table 25). Over 48% of the Pendleton sample reported adjustment to boot camp as difficult, while only 34% of the Okinawa sample reported a difficult adjustment to the same experience. Some 33% of Marines at Pendleton thought adjustment to basic training was easy. In the Okinawa sample this percentage increased to almost 42%. It would appear that service in Okinawa perhaps makes the remembered adjustment to boot camp seem easier. The difference between mean responses at Pendleton (3.19) and Okinawa (2.86) is statistically significant ( $p = .008$ ).

Item #41: "Looking back over your life to the times you've moved or experienced a major change, would you say that you" (Table 26). Service in Okinawa seems to have had an impact on adjustment to major

changes similar to the perceptions of adjustment to boot camp. Some 43% of Pendleton respondents reported "always" or "often" learning to be happy with major change. Almost 56% of Okinawa respondents so reported. The Pendleton mean response was 2.40; the Okinawa mean response was 2.14. This difference is large enough to be statistically significant at  $p = .043$ .

#### Summary and Discussion - Expectations

For the twenty-three questions asked of both Pendleton and Okinawa samples, differences in mean responses to nine were statistically significant ( $p < .05$ ). This number is much higher than would be expected by chance. (At the .05 level of significance, we would expect to find only one out of twenty three tests significant by chance.) Differences in responses to another three questions were marginally significant ( $p$  between .05 and .10).

For a number of items expectations concerning Okinawa were higher or more positive prior to transfer than the Marines' later assessment of reality in Okinawa. This "negative" change occurred for items dealing with living in Okinawa, the job to be done there, standard of living, unit cohesiveness, and availability of activities and entertainment. For example, Marines expected living in Okinawa to be more interesting, their standard of living to be higher, leisure time activities to be better, and so on, than later seemed to be the case. On the other hand, some things about Okinawa turned out better than expected on average. For example, Marines reported having more friends than they expected, and overall the transfer to Okinawa was easier than anticipated. Nevertheless, the areas where negative discrepancies exist between what Marines expect and what they find on Okinawa represent potential problem areas in terms of successful transfers.



A number of expectations -- for example, with regard to Okinawans, officer strictness, rules and regulations, weather on Okinawa, and missing family -- were not significantly at odds with later assessment. It would seem that Marines had a realistic and accurate view of what to expect in these areas. A particularly important finding of "no change" exists with regard to enlistment and re-enlistment intentions and general satisfaction with the Marine Corps. Service in Okinawa does not seem to have negatively impacted these enlistment and satisfaction indicators -- a result that might be expected if the Okinawa tours were very negatively perceived by most Marines.

However, service in Okinawa seems to have improved the Marines' assessment of Camp Pendleton. There was a tendency for more Marines to prefer Pendleton over Okinawa and significantly more Marines expressed satisfaction with Camp Pendleton after being in Okinawa.

Service in Okinawa also had an interesting effect on perceptions of adjustment. The Marines' adjustment to Okinawa, in terms of the amount of time needed, was about as expected; however, after service in Okinawa, Marines perceived their adjustment to boot camp and to major changes in their lives as having been easier than they reported earlier.

#### Work Stress

Seven questions were asked about sources of work stress (items 48 through 54 in Appendix B). Each of the seven was a statement to which the Marine expressed agreement/disagreement. Respondents used a five point answer scale ranging from "strongly disagree" (1) to "strongly agree" (5). The frequencies, means, and standard deviations of Pendleton sample responses to these seven questions are shown in Table 27. Frequencies, means, and standard deviations of Okinawa sample responses

to these same questions are contained in Table 28. Table 29 lists the results of t-tests for differences in mean responses to the stress questions. In Table 29 means and standard deviations may be slightly different than those reported in Tables 27 and 28. This is because Tables 27 and 28 include the entire sample at each point in time. The t-tests in Table 29 include only those respondents for which repeated measures exist.

The complete wording of the items may be seen in Appendix B and in the tables. They are, in order, designed to measure perceived sources of stress stemming from (1) officers' strictness, (2) irritability of people, (3) qualitative overload, (4) role ambiguity, (5) quantitative overload, (6) role conflict, and (7) moral conflict. Six of the seven items are worded so that agreement indicates a potential source of stress in that area for the respondent. The qualitative overload item is worded such that disagreement indicates potential stress.

For approximately 37% of the Pendleton sample, officers' strictness might have been a source of stress and this figure rose to 49% for the Okinawa sample. The mean response on the five point scale rose from 2.94 at Pendleton to 3.50 at Okinawa (using means from Table 29). The difference in these two scores is statistically significant ( $p = .001$ ).

A similar pattern exists for the irritability of people item. Some 31% of the Marines at Pendleton agreed that many people there were irritable and hard to get along with. This agreement rose to 54% for the Okinawa sample. The mean response at Pendleton was 2.86 while the Okinawa mean was 3.42. This difference is statistically significant at  $p = .001$ .

An opposite pattern existed for the other five items. That is,



the percentage of Marines who indicated the area was a potential source of stress was higher at Camp Pendleton than on Okinawa. Qualitative overload as a potential source of stress declined from 20% of the Pendleton sample to 16% of the Okinawa sample. Role ambiguity as a stress source declined from 19% at Pendleton to about 16% for the Okinawa sample. Some 34% of the Pendleton sample reported quantitative role overload and only 21% of the Okinawa sample agreed there was too much work to do. For all three previous items however, there were no statistically significant differences between mean responses at Pendleton and Okinawa. This suggests there is probably little real difference in the amount of stress in these areas during a Pendleton versus an Okinawa assignment.

On the other hand, a possible reduction in role conflict between Pendleton and Okinawa does appear to be a "real" difference. Approximately 53% of Marines at Pendleton indicated possible role conflict with a mean response of 3.45. In the Okinawa sample role conflict was perceived by 35% of the sample and the mean response was 3.16. This drop is statistically significant ( $p = .030$ ).

Finally, a majority (66%) of Marines reported experiencing moral conflict at Camp Pendleton and 49% of the Okinawa sample reported the same. A t-test performed on the mean responses of individuals appearing in both samples suggests any apparent reduction in this source of stress may be due to chance.

Following the seven stress questions, Marines answered five questions designed to measure their use of stress coping behaviors (items 55 through 59 in Appendix B). The coping behaviors examined are (in order of appearance): (1) acceptance of a situation, (2) avoidance of a situation, (3) talking to someone to help work through a problem,

(4) adapting to a situation using better planning or organizing, and (5) adapting to a situation through additional training or learning. Respondents were asked to estimate their relative use of each coping behavior using a five point scale that varied from "never" to "almost always." The frequencies, means, and standard deviations of Pendleton sample responses to these five questions are listed in Table 30. Table 31 contains the same information from the Okinawa sample. Again, t-tests for differences in mean responses were conducted and their results reported in Table 32.

For the Camp Pendleton sample, better planning and organizing was the most often used coping behavior with 69% reporting that they "frequently" or "almost always" do this. This was followed by training/learning (54%), avoidance (40%), talking to someone (37%), and acceptance (34%). In the Okinawa sample, planning/organizing was also the most commonly used strategy (63%), followed by training/learning (61%), talking to someone (38%), acceptance (28%), and avoidance (25%). On these five questions there were no statistically significant differences in mean responses between samples.

#### Summary and Discussion - Work Stress

The largest single source of stress appeared to be in the area of moral conflict reported by the Pendleton sample with 66% of the Marines reporting this experience. The least occurring potential sources of stress appeared in the Okinawa sample in the areas of qualitative overload (16%) and role ambiguity (16%). On balance, the possibility that many Marines experience stress stemming from one or more of the examined stressors is quite high.

Comparison of the Pendleton and Okinawa samples does not lead to

any simple conclusion that one place is likely to be more stressful than the other. Mean responses to three of the seven stress items are statistically different between Pendleton and Okinawa samples. In two of these areas, officers' strictness and irritability of people, the potential for stress is probably higher in Okinawa. However, the occurrence of role conflict appears to be lower in Okinawa than at Pendleton.

At both Pendleton and Okinawa, better planning/organizing and additional training/learning were the preferred strategies among those examined for coping with stressful situations. There does not appear to be any meaningful location differences in the application of these coping behaviors.

#### Norms

Seventeen questions were used to measure norms as perceived by the marines (items 79 through 95 in Appendix B). As an example, item #79 was read to the respondent as: "If a member of your unit were to criticize the unit and people in it, most other marines would." Each of the seventeen questions used this format. Marines responded using a five point scale that ranged from "strongly disagree with or discourage it" (1) to "strongly agree with or encourage it" (5). Frequencies, means, and standard deviations of the Pendleton sample responses are contained in Table 33. Table 34 shows frequencies, means, and standard deviations from the Okinawa sample. Finally, results of statistical testing for differences between sample responses to the norm questions are listed in Table 35.

These seventeen questions are designed to measure norms in five areas: Marine Corps/personal pride (items 1, 6, and 10 in tables 33-35);

performance/excellence (items 2, 7, 11, and 14); leadership/supervision (items 3, 8, and 15); interpersonal relations (items 4, 9, 12, and 16); and off-duty behavior (items 5, 13, and 17).

Marine Corps/personal pride. Almost 30% of the marines in the Pendleton sample thought that most marines would disagree with or discourage someone who criticized their unit and its personnel. Only 21% of the Okinawa sample felt the same way. Almost 32% of the Pendleton sample and over 35% of the Okinawa sample believed that most marines would agree with or encourage a marine who expressed pride and satisfaction at being a marine. Somewhat less than 18% of marines interviewed at Pendleton and 24% of the Okinawa respondents thought that most marines would disagree with a marine who criticized the Corps. There were no statistically significant differences between mean responses to any of these three questions (see Table 35).

Performance/excellence. Some 32% of the Pendleton sample and almost 42% of the Okinawa sample believed that most marines would disagree with the expressed assertion that marines should only do just enough to get by. When asked about how marines would feel about someone who worked harder than "normal" or average, 33% of the Pendleton sample and 38% of the Okinawa sample thought they would agree with or encourage it. A majority of the Pendleton sample (56%) and the Okinawa sample (61%) expected that most marines would think it was ok to urge other marines to try to do a good job. Almost 62% at Pendleton and 66% at Okinawa thought that most marines would discourage other marines from purposely misusing equipment. Mean responses between Pendleton and Okinawa samples are not statistically significant for any of the four items in the performance area.

Leadership/supervision. Large majorities at both Pendleton (71%) and Okinawa (70%) said that most marines would agree with or encourage a marine to go to an officer or senior NCO with a problem. Somewhat less than 29% of the Pendleton sample and approximately 32% of the Okinawa sample thought that most marines would disagree with a marine who criticized his NCOs. Similarly, almost 30% of the marines at Pendleton and 32% on Okinawa believed most marines would discourage another from criticizing their officers. Again, there are no significant differences between mean responses to the questions in this area.

Interpersonal relations. Over 68% of the Pendleton sample and 70% of the Okinawa sample thought that most marines would agree with or encourage other marines when they tried to make friends. Large majorities at both Pendleton (79%) and Okinawa (71%) believed that most marines would disagree with a marine trying to take advantage of another. In response to feelings about involvement in frequent arguments or fights, over 79% of the Pendleton sample and 66% of the Okinawa sample thought that most marines would discourage it. Almost 77% at Pendleton and 71% on Okinawa believed that most marines would agree with or encourage a marine when he expressed concern for the well-being of others. Among these four interpersonal relations questions, only this last one had much difference in mean responses. The Pendleton mean of 3.95 and the Okinawa mean of 3.74 are almost significantly different ( $p = .07$ ).

Off-duty behavior. Some 47% of Pendleton respondents and 42% of Okinawa respondents thought that most marines would disapprove of a marine who just sat around and complained about boredom. When asked about the acceptability of getting drunk, only 12% of the Pendleton

sample and 16% of the Okinawa sample believed that most marines would discourage it. Significant numbers at both Pendleton (almost 53%) and Okinawa (44%) thought that most marines would consider it unimportant. Finally, 13% of Pendleton respondents asserted that most marines would disapprove of marijuana and other drug use off-duty. The percentage of respondents believing that most marines felt this way rose to 34% in the Okinawa sample. This change gave the only statistically significant difference for any norm question with the Pendleton mean response (3.12) and the Okinawa mean response (2.73) significantly different at  $p = .016$ . Still, many respondents at Pendleton (53%) and Okinawa (42%) reported that most marines would consider off-duty drug usage as not important.

#### Summary and Discussion - Norms

Two major conclusions stand out from the foregoing description of responses to norm questions. First, in some areas there is not much support for norms that one might suppose the Marine Corps would desire. (Or, stated another way, the norms are probably not what the Corps would prefer.) If we examine more carefully the pattern of responses in each of the five norm areas discussed, some interesting results emerge. In order to do this we make some subjective distinctions. We will call a norm "supportive" if it seems consistent with greater group and individual effectiveness, the mission of the Marine Corps, prevailing social mores, and so on. Examples would be discouraging drinking and encouraging hard work. "Non-supportive" norms would be those not facilitative of effective behavior and Marine Corps success. This distinction is admittedly judgmental; however, all of the percentages reported earlier were those associated with what was judged to be the



more "desirable" behavior. That is, if the behavior described by the item was desirable, (from the Marine Corps perspective), then the percentage agreeing or encouraging it was reported. If the behavior was undesirable, then the percentage disagreeing with or discouraging it was reported. Using these figures we can categorize norms as supportive or non-supportive. A supportive norm has a majority of marines either agreeing with a desirable behavior or disagreeing with an undesirable behavior.

Using this definition and examining the norms as categorized by area leads to the following observations:

- (1) Marine Corps/personal pride - All three norms here are non-supportive of Marine Corps effectiveness;
- (2) Performance/excellence - Results are mixed with two supportive and two non-supportive items;
- (3) Leadership/supervision - One norm is supportive while two are non-supportive;
- (4) Interpersonal relations - All four items in this area are supportive;
- (5) Off-duty behavior - All three norms are non-supportive.

A second major observation to be made concerns the stability of these norms during the transfer to Okinawa. As a general rule, the norms simply did not change. Only one of seventeen measured items was significantly different in Okinawa while another was marginally different. Given the number of t-tests run, this result could have occurred by chance. The stability of these norms would seem to support the Marine Corps practice of unit rotation. On the other hand, to the extent a unit has developed unfavorable norms in the U.S., it will

probably retain this once overseas.

### Sources of Information

The final section of the questionnaire attempted to ascertain where Marines got their information about Okinawa, and how accurate that information was. Respondents were asked about information sources in three areas: (1) their job in Okinawa, (2) life in general in Okinawa, and (3) adjusting to or coping with living in Okinawa. In each of these areas respondents were given a list of ten possible sources of information (including one open-ended item) and asked to indicate (a) the quantity and (b) the accuracy of information from each source (see Appendix B). Table 36 contains respondents' assessments of quantity and accuracy of various sources of information concerning the job in Okinawa. The table has responses from both the Pendleton and Okinawa samples. Table 37 shows respondents' assessments of quantity and accuracy of various sources of information concerning life in general in Okinawa. Quantity and accuracy of various sources of information about adjusting to living in Okinawa are summarized in Table 38 for the Pendleton sample only. This data was not gathered from the Okinawa sample due to an administrative error.

The relative rankings of information sources concerning the job by quantity and accuracy are indicated in Table 39. The quantity ranking was made primarily based on the number of respondents acquiring "much information" from that source. The "some information" was used to break ties or numbers that were very close. Both Pendleton and Okinawa samples ranked marines who have been to Okinawa, officers, and NCOs as first, second, and third respectively in terms of information quantity. Both samples considered career counselors, recruiters, and marines who



have not been to Okinawa as the least important sources of job information. Spearman's rho (a measure of the correlation between rankings) for this comparison is .93.

The relative ranking by information accuracy was ascertained by dividing the number of respondents reporting information as "fairly accurate" by the number getting information from that source. Ties were broken using the "fairly inaccurate" column. Marines in the Pendleton sample expected officers, formal Marine Corps orientation, and career counselors to provide the most accurate information. The percentage of marines expecting the source to be accurate ranged from a high of 74% for officers and formal orientation to a low of 23% for marines who have not been to Okinawa. Some major differences emerged in the later assessment of source accuracy from the Okinawa sample. Here, respondents reported that NCOs provided the most accurate information concerning jobs followed by relatives and friends and other marines who had been to Okinawa. The percentage of Marines reporting the source as accurate varied from a high of 73% for NCOs to a low of 18% for marines who had not been to Okinawa. The rank order correlation (Spearman's rho) for this comparison is .23 indicating a large amount of disagreement. That is, marines' expectations of accurate sources are quite different from their later assessment.

The relative rankings of information sources concerning life in general in Okinawa are contained in Table 40. Both Pendleton and Okinawa samples listed other marines who have been to Okinawa, NCOs, and officers as providing the largest amounts of information concerning life in Okinawa. Career counselors, other marines who have not been to Okinawa, and recruiters were seen as providing the least

information. While the order varies somewhat, these rankings are very similar to that given for information about jobs. The rank order correlation coefficient for this comparison is .92, again indicating a great amount of agreement.

Respondents in the Pendleton sample expected that official Marine Corps publications and booklets would be most accurate concerning life in Okinawa, followed by officers and NCOs. The percentage of marines expecting the source to be accurate ranged from a high of 69% for official publications to only 20% for marines who have not been to Okinawa. Again there was considerable shifting in the rankings given by the later assessment of accuracy as indicated by a correlation of .23 between ranks. The Okinawa sample saw marines who had been to Okinawa as providing the most accurate information followed by formal Marine Corps orientation, and relatives and friends. The percentage of marines in the Okinawa sample reporting the source as accurate varied from 72% for marines who had been to Okinawa to 25% for marines who had not been to Okinawa. The largest discrepancy in relative rankings came for official Marine Corps publications which dropped from first to eighth in perceived accuracy.

By way of summary it appears that perceptions of quantity of information from various sources were fairly stable from early expectations to later assessment. On the other hand, marines' expectations with regard to accuracy of information sources were, in some cases, sharply different from how accurate those sources later seemed to be.

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## Appendix A

### Tables

Table 1  
Selected descriptive statistics of Marine sample

Distribution by Rank

$E_1, E_2$	$E_3$	$E_4$	$E_5$ and above	No response
24	15	40	9	3

Distribution by Length of Service

6-12 months	13-24 months	25-36 months	37-48 months	49 months or longer	No response
16	27	24	9	12	3

Marital Status

Single	Married	Unknown
81	8	2

Number of places lived before joining Marine Corps

1	2	3	4	5 or more
38	15	13	9	16

Ever been out of United States?

Yes	No
61	30

Number of duty stations since joining Marines

1	2	3	4	5 or more
16	34	24	8	9

Table 2

Item: Compared to here (Camp Pendleton), living in Okinawa will be (is):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much more boring	7(7.7%)	28(35.4%)
2. More boring	6(6.6%)	27(34.2%)
3. About the same	18(19.8%)	8(10.1%)
4. More interesting	45(49.5%)	11(13.9%)
5. Much more interesting	11(12.1%)	5(6.3%)
No response	4(4.4%)	-
Mean	3.54	2.22
Standard Deviation	1.07	1.25

$$t_{74} = 7.44, p < .001$$

Table 3

Item: (Compared to Camp Pendleton) My job in Okinawa will be (is):

Response category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much less interesting than Pendleton	1(1.1%)	2(2.5%)
2. Less interesting	0	4(5.1%)
3. About the same	40(44.0%)	43(54.4%)
4. More interesting	35(38.5%)	22(27.8%)
5. Much more interesting than at Pendleton	14(15.4%)	8(10.1%)
No response	1(1.1%)	-
Mean	3.68	3.38
Standard Deviation	.78	.84

$$t_{77} = 1.96, p = .053$$

Table 4

Item: The natives in Okinawa will be (are):

Response category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Very hostile	0	2(2.5%)
2. Hostile	7(7.7%)	9(11.4%)
3. Indifferent	55(60.4%)	34(43.0%)
4. Friendly	25(27.5%)	31(39.2%)
5. Very friendly	4(4.4%)	2(2.5%)
No response	-	1(1.3%)
Mean	3.29	3.28
Standard deviation	.67	.80

$$t_{77} \approx 0$$



Table 5

Item: Compared to here (Camp Pendleton), my standard of living while in Okinawa will be (is):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much poorer	5(5.5%)	13(16.5%)
2. Poorer	19(20.9%)	24(30.4%)
3. About the same	46(50.5%)	30(38.0%)
4. Better	15(16.5%)	11(13.9%)
5. Much better	6(6.6%)	1(1.3%)
No response	-	-
Mean	2.98	2.53
Standard Deviation	.93	.97

$$t_{78} = 3.64, p < .001$$

Table 6

Item: In Okinawa, drug and alcohol use in my unit will (has):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Greatly increase(d)	5(5.5%)	14(17.7%)
2. Increase(d)	30(33.0%)	30(38.0%)
3. Stay(ed) about the same	16(17.6%)	5(6.3%)
4. Decrease(d)	23(25.3%)	14(17.7%)
5. Greatly decrease(d)	14(15.4%)	14(17.7%)
No response	3(3.3%)	2(2.5%)
Mean	3.13	2.79
Standard Deviation	1.21	1.42

$$t_{73} = 1.23, p = .224$$

Table 7

Item: While in Okinawa, my unit will be (has been):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much less close	2(2.2%)	2(2.5%)
2. Less close	4(4.4%)	9(11.4%)
3. About the same	16(17.6%)	16(20.3%)
4. Closer	46(50.5%)	42(53.2%)
5. Much closer	23(25.3%)	8(10.1%)
No response	-	2(2.5%)
Mean	3.92	3.58
Standard Deviation	.90	.92

$$t_{76} = 3.10, p = .003$$

Table 8

Item: While in Okinawa, the officers in my unit will be (have been):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much stricter	10(11.0%)	10(12.7%)
2. Stricter	41(45.1%)	33(41.8%)
3. About the same	38(41.8%)	29(36.7%)
4. Less strict	2(2.2%)	4(5.1%)
5. Much less strict	0	1(1.3%)
No response	-	2(2.5%)
Mean	2.35	2.39
Standard Deviation	.71	.83

$$t_{76} \approx 0$$

Table 9

Item: While in Okinawa, rules and regulations will  
be (have been) enforced:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much more strictly	29(31.9%)	19(24.1%)
2. More strictly	51(56.0%)	46(58.2%)
3. About the same	10(11.0%)	12(15.2%)
4. Less strictly	1(1.1%)	2(2.5%)
5. Much less strictly	0	0
No response	-	-
Mean	1.81	1.96
Standard Deviation	.67	.71

$$t_{78} = -1.59, p = .116$$

Table 10

Item: Compared to here (Camp Pendleton), the weather in  
Okinawa will be (has been):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much worse	5(5.5%)	8(10.1%)
2. Worse	51(56.0%)	43(54.4%)
3. About the same	20(22.0%)	23(29.1%)
4. Better	13(14.3%)	5(6.3%)
5. Much better	2(2.2%)	0
No response	-	-
Mean	2.52	2.32
Standard Deviation	.89	.74

$$t_{78} = 1.32, p = .192$$

Table 11

Item: Compared to here (Camp Pendleton), the activities and entertainment available for leisure time in Okinawa will be (have been):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much worse	9(9.9%)	16(20.3%)
2. Worse	21(23.1%)	30(38.0%)
3. About the same	27(29.7%)	18(22.8%)
4. Better	26(28.6%)	13(16.5%)
5. Much better	8(8.8%)	2(2.5%)
No response	-	-
Mean	3.03	2.43
Standard Deviation	1.13	1.07

$$t_{78} = 3.83, p < .001$$



Table 12

Item: Compared to here (Camp Pendleton), in Okinawa  
I will have (have had):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Many fewer friends	5(5.5%)	4(5.1%)
2. Fewer friends	11(12.1%)	11(13.9%)
3. About the same	56(61.5%)	32(40.5%)
4. More friends	19(20.9%)	25(31.6%)
5. Many more friends	0	7(8.9%)
No response	-	-
Mean	2.98	3.25
Standard Deviation	.75	.98

$$t_{78} = -2.88, p = .005$$

Table 13

Item: In Okinawa, I will miss (have missed) my family/relatives:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Much more than here (Pendleton)	26(28.6%)	32(40.5%)
2. More than here (Pendleton)	23(25.3%)	16(20.3%)
3. About the same	36(39.6%)	26(32.9%)
4. Less than here (Pendleton)	5(5.5%)	3(3.8%)
5. Much less than here (Pendleton)	1(1.1%)	2(2.5%)
No response	-	-
Mean	2.25	2.08
Standard Deviation	.97	1.06

$$t_{78} = 1.33, p = .187$$

Table 14

Item: Overall, [I expect] my transfer and adjustment to Okinawa to be (has been):

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Very difficult	2(2.2%)	3(3.8%)
2. Difficult	11(12.1%)	3(3.8%)
3. So-So	33(36.3%)	28(35.4%)
4. Easy	38(41.8%)	30(38.0%)
5. Very easy	7(7.7%)	15(19.0%)
No response	-	-
Mean	3.41	3.65
Standard Deviation	.88	.96

$$t_{78} = -2.58, p = .012$$

Table 15

Item: Overall, my level of satisfaction with Camp Pendleton is:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Very dissatisfied	10(11.0%)	2(2.5%)
2. Dissatisfied	33(36.3%)	9(11.4%)
3. Indifferent	12(13.2%)	18(22.8%)
4. Satisfied	31(34.1%)	45(57.0%)
5. Very satisfied	5(5.5%)	5(6.3%)
No response	-	-
Mean	2.87	3.53
Standard Deviation	1.17	.88

$$t_{78} = -4.29, p < .001$$

Table 16

Item: I intend to complete my enlistment:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Strongly disagree	1(1.1%)	0
2. Disagree	1(1.1%)	2(2.5%)
3. Unsure	5(5.5%)	6(7.6%)
4. Agree	29(31.9%)	18(22.8%)
5. Strongly agree	55(60.4%)	53(67.1%)
No response	-	-
Mean	4.50	4.54
Standard Deviation	.75	.75

$$t_{78} = -.55, p = .582$$

Table 17

Item: I intend to re-enlist:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Definitely not	25(27.5%)	26(32.9%)
2. Probably not	13(14.3%)	11(13.9%)
3. Unsure	30(33.0%)	19(24.1%)
4. Probably yes	18(19.8%)	14(17.7%)
5. Definitely yes	5(5.5%)	9(11.4%)
No response	-	-
Mean	2.62	2.61
Standard Deviation	1.24	1.40

$$t_{78} \approx 0$$

Table 18

Item: What are the chances you will finish your enlistment?

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Definitely not	1(1.1%)	2(2.5%)
2. Probably not	3(3.3%)	0
3. Unsure	2(2.2%)	2(2.5%)
4. Probably yes	12(13.2%)	12(15.2%)
5. Definitely yes	73(80.2%)	63(79.7%)
No response	-	-
Mean	4.68	4.70
Standard Deviation	.77	.76

$$t_{78} = -.30, p = .765$$



Table 19

Item: How satisfied have you been with the Marine Corps up to now?

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Very dissatisfied	7(7.7%)	10(12.7%)
2. Dissatisfied	17(18.7%)	15(19.0%)
3. Indifferent	18(19.8%)	14(17.7%)
4. Satisfied	38(41.8%)	29(36.7%)
5. Very satisfied	11(12.1%)	11(13.9%)
No response	-	-
Mean	3.32	3.20
Standard Deviation	1.14	1.27

$$t_{78} = 1.15, p = .254$$

Table 20

Item: On the whole, would you prefer to be at  
Camp Pendleton or in Okinawa?

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Okinawa strongly preferred	5(5.5%)	6(7.6%)
2. Okinawa somewhat preferred	11(12.1%)	7(8.9%)
3. Okinawa slightly preferred	5(5.5%)	2(2.5%)
4. No preference	17(18.7%)	5(6.3%)
5. Camp Pendleton slightly preferred	11(12.1%)	10(12.7%)
6. Camp Pendleton somewhat preferred	18(19.8%)	11(13.9%)
7. Camp Pendleton strongly preferred	24(26.4%)	38(48.1%)
No response	-	-
Mean	4.85	5.42
Standard Deviation	1.91	2.03

$$t_{78} = -1.72, p = .09$$

Table 21

Item: On the whole, would you say you are giving (gave) up a lot to go to Okinawa, or gaining (gained) a lot by going?

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Giving (gave) up a lot	9(9.9%)	17(21.5%)
2. Giving (gave) up a little	14(15.4%)	11(13.9%)
3. About even	19(20.9%)	12(15.2%)
4. Gaining (gained) a little	20(22.0%)	21(26.6%)
5. Gaining (gained) a lot	28(30.8%)	18(22.8%)
No response	1(1.1%)	-
Mean	3.49	3.15
Standard Deviation	1.34	1.48

$$t_{77} = 1.75, p = .083$$

Table 22

Item: When you were transferred to Camp Pendleton,  
how long did it take you to feel comfortable  
living here?

Response Category	Number (frequency) responses
	Pendleton Sample
1. No time at all	15(16.5%)
2. A week or two	22(24.2%)
3. About a month	24(26.4%)
4. More than a month	11(12.1%)
5. I'm still not comfortable here	18(19.8%)
No response	1(1.1%)
Mean	2.94
Standard Deviation	1.36

Table 23

Item: When you go to Okinawa, how long do you think it will take to become comfortable? (When you were transferred to Okinawa, how long did it take you to feel comfortable living here?)

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. No time at all	22(24.2%)	28(35.4%)
2. A week or two	25(27.5%)	16(20.3%)
3. About a month	21(23.1%)	15(19.0%)
4. More than a month	10(11.0%)	5(6.3%)
5. I'll never be comfortable there (I'm still not comfortable here)	12(13.2%)	15(19.0%)
No response	1(1.1%)	-
Mean	2.65	2.53
Standard Deviation	1.37	1.50

$$t_{78} = .92, p = .358$$

Table 24

Item: When you return to the U.S., how long do you think it will take to become comfortable?

Response Category	Number (frequency) responses	
	Okinawa Sample	
1. No time at all	61(77.2%)	
2. A week or two	12(15.2%)	
3. About a month	4(5.1%)	
4. More than a month	2(2.5%)	
5. I'll never be comfortable here	0	
No response	-	
Mean	1.33	
Standard Deviation	.69	

Table 25

Item: When you were in boot camp, how easy was it for you to adjust to the routine and the hassle?

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. It was very easy to get adjusted	12(13.2%)	12(15.2%)
2. It was fairly easy to get adjusted	18(19.8%)	21(26.6%)
3. Neither easy nor difficult	16(17.6%)	19(24.1%)
4. It was moderately difficult to get adjusted	29(31.9%)	20(25.3%)
5. It was very difficult to get adjusted	15(16.5%)	7(8.9%)
No response	1(1.1%)	-
Mean	3.19	2.86
Standard Deviation	1.31	1.22

$$t_{77} = 2.70, p = .008$$



Table 26

Item: Looking back over your life to the times you've moved or experienced a major change, would you say that you:

Response Category	Number (frequency) responding	
	Pendleton Sample	Okinawa Sample
1. Have almost always learned to be happy with the change	21(23.1%)	24(30.4%)
2. Have often learned to be happy with the change	18(19.8%)	20(25.3%)
3. Have sometimes been happy and sometimes unhappy with the change	48(52.7%)	35(44.3%)
4. Have often stayed unhappy with the change	3(3.3%)	0
5. Have almost always stayed unhappy with the change	1(1.1%)	0
No response	-	-
Mean	2.40	2.14
Standard Deviation	.92	.86

$$t_{78} = 2.05, p = .043$$

Table 27  
Frequencies, means, and standard deviations of responses to stress questions - Pendleton Sample

ITEM	Number (frequency) responding						Mean	Standard deviation
	Strongly disagree 1	Disagree 2	Neither 3	Agree 4	Strongly agree 5	No response 1		
1. I feel my superior officers are far too concerned with making sure every rule and regulation is followed.	4 (4.4%)	34 (37.4%)	18 (19.8%)	26 (28.6%)	8 (8.8%)	1 (1.1%)	3.00	1.10
2. Since I have been here, I have noticed that many of the people I live and work with are pretty irritable and hard to get along with.	6 (6.6%)	38 (41.8%)	18 (19.8%)	22 (24.2%)	6 (6.6%)	1 (1.1%)	2.82	1.09
3. The training I received to do my job gave me the skills necessary to perform my job well.	3 (3.3%)	15 (16.5%)	7 (7.7%)	41 (45.1%)	24 (26.4%)	1 (1.1%)	3.76	1.13
4. I am often uncertain about exactly what I am supposed to be doing on my job.	16 (17.6%)	43 (47.3%)	14 (15.4%)	14 (15.4%)	3 (3.3%)	1 (1.1%)	2.39	1.06
5. I am often given too much work to do and not enough time to do it.	8 (8.8%)	43 (47.3%)	8 (8.8%)	23 (25.3%)	8 (8.8%)	1 (1.1%)	2.78	1.19
6. I am often asked by one person to do something that keeps me from doing something another person asked me to do.	4 (4.4%)	20 (22.0%)	18 (19.8%)	28 (30.8%)	20 (22.0%)	1 (1.1%)	3.44	1.19
7. Sometimes I am asked to do things that I think aren't right.	2 (2.2%)	18 (19.8%)	10 (11.0%)	42 (46.2%)	18 (19.8%)	1 (1.1%)	3.62	1.09

Table 28  
Frequencies, means, and standard deviations of responses to stress questions - Okinawa sample

ITEM	Number (frequency) responding						Mean	Standard deviation
	Strongly disagree 1	Disagree 2	Neither 3	Agree 4	Strongly agree 5	No response		
1. I feel my superior officers are far too concerned with making sure every rule and regulation is followed.	1 (1.3%)	14 (17.7%)	25 (31.6%)	24 (30.4%)	15 (19.0%)	-	3.48	1.04
2. Since I have been here, I have noticed that many of the people I live and work with are pretty irritable and hard to get along with.	5 (6.3%)	14 (17.7%)	17 (21.5%)	29 (36.7%)	14 (17.7%)	-	3.42	1.16
3. The training I received to do my job gave me the skills necessary to perform my job well.	6 (7.6%)	7 (8.9%)	16 (20.3%)	36 (45.6%)	14 (17.7%)	-	3.57	1.12
4. I am often uncertain about exactly what I am supposed to be doing on my job.	22 (27.8%)	31 (39.2%)	13 (16.5%)	9 (11.4%)	4 (5.1%)	-	2.27	1.14
5. I am often given too much work to do and not enough time to do it.	12 (15.2%)	21 (26.6%)	29 (36.7%)	12 (15.2%)	5 (6.3%)	-	2.71	1.10
6. I am often asked by one person to do something that keeps me from doing something another person asked me to do.	5 (6.3%)	15 (19.0%)	30 (38.0%)	20 (25.3%)	8 (10.1%)	1 (1.3%)	3.14	1.05
7. Sometimes I am asked to do things that I think aren't right.	5 (6.3%)	11 (13.9%)	24 (30.4%)	22 (27.8%)	17 (21.5%)	-	3.44	1.16

Table 29

Tests for differences between mean responses to stress questions

ITEM	Mean Pendleton (Okinawa)	Std. Dev. Pendleton (Okinawa)	n	t	P value*
1. Officers strictness	2.94 (3.50)	1.09 (1.03)	78	-3.47	.001
2. Irritability of people	2.86 (3.42)	1.07 (1.17)	78	-3.34	.001
3. Qualitative overload	3.77 (3.56)	1.15 (1.12)	78	1.41	.162
4. Role ambiguity	2.41 (2.27)	1.07 (1.15)	78	.84	.401
5. Quantitative overload	2.68 (2.73)	1.12 (1.09)	78	-.34	.732
6. Role conflict	3.45 (3.16)	1.22 (1.05)	77	2.22	.030
7. Moral conflict	3.54 (3.46)	1.09 (1.16)	78	.52	.602

\*two-tailed probability

Table 30  
Frequencies, means, and standard deviations of responses to stress coping questions - Pendleton Sample

ITEM	Number (frequency) responding						Mean	Standard deviation
	Never 0	Seldom 1	Sometimes 2	Frequently 3	Almost always 4	No response		
1. Sit back and say, "there's nothing I can do about it" and simply accept the situation	10 (11.0%)	19 (20.9%)	30 (33.0%)	21 (23.1%)	10 (11.1%)	1 (1.1%)	2.02	1.16
2. Try to stay away from/avoid what's causing the problem	18 (19.8%)	16 (17.6%)	20 (22.0%)	22 (24.2%)	14 (15.4%)	1 (1.1%)	1.98	1.37
3. Go and talk to someone who can help you feel better or help you work out the problem	12 (13.2%)	16 (17.6%)	28 (30.8%)	16 (17.6%)	18 (19.8%)	1 (1.1%)	2.13	1.30
4. Try to plan ahead or organize yourself so that you can deal with the problem better	7 (7.7%)	5 (5.5%)	15 (16.5%)	32 (35.2%)	31 (34.1%)	1 (1.1%)	2.83	1.19
5. Try to get additional training or learn something new that will help you deal with the problem	6 (6.6%)	5 (5.5%)	29 (31.8%)	23 (25.3%)	26 (28.6%)	2 (2.2%)	2.70	1.24

Table 31  
Frequencies, means, and standard deviations of responses to stress coping questions - Okinawa sample

ITEM	Number (frequency) responding						Mean	Standard deviation
	Never 0	Seldom 1	Sometimes 2	Frequently 3	Almost always 4	No response		
1. Sit back and say, "there's nothing I can do about it" and simply accept the situation	10 (12.7%)	26 (32.9%)	20 (25.3%)	17 (21.5%)	5 (6.3%)	1 (1.3%)	1.76	1.13
2. Try to stay away from/avoid what's causing the problem	6 (7.6%)	21 (26.6%)	31 (39.2%)	5 (6.3%)	15 (19.0%)	1 (1.3%)	2.03	1.20
3. Go and talk to someone who can help you feel better or help you work out the problem	8 (10.1%)	13 (16.5%)	27 (34.2%)	19 (24.0%)	11 (13.9%)	1 (1.3%)	2.15	1.17
4. Try to plan ahead or organize yourself so that you can deal with the problem better	1 (1.3%)	4 (5.1%)	22 (27.8%)	26 (32.9%)	24 (30.4%)	2 (2.5%)	2.88	0.96
5. Try to get additional training or learn something new that will help you deal with the problem	4 (5.0%)	1 (1.3%)	23 (29.1%)	27 (34.2%)	21 (26.6%)	3 (3.8%)	2.79	1.04

Table 32

Tests for differences between mean responses to stress coping questions

ITEM	Mean Pendleton (Okinawa)	Std. Dev. Pendleton (Okinawa)	n	t	p value*
1. Accept situation	2.04 (1.77)	1.12 (1.13)	77	1.77	.081
2. Avoid situation	1.81 (2.05)	1.36 (1.18)	77	-1.24	.217
3. Talk to someone	2.21 (2.16)	1.31 (1.18)	77	.33	.745
4. Planning/organizing	2.83 (2.87)	1.20 (0.96)	76	-.31	.755
5. Learn something new	2.68 (2.79)	1.15 (1.04)	75	-.70	.483

\*two-tailed probability



Table 33  
Frequencies, means, and standard deviations of responses to norm questions - Pendleton sample

(If a member of your unit were to)	(Most other marines would)						Mean	Standard deviation
	Strongly disagree with or discourage it 1	Disagree with or discourage it 2	Consider it not important 3	Agree with or encourage it 4	Strongly agree with or encourage it 5	No response		
1. Criticize the unit and people in it	12 (13.2%)	15 (16.5%)	30 (33.0%)	25 (27.5%)	8 (8.8%)	1 (1.1%)	3.02	1.16
2. Suggest that we only do just enough to get by	9 (9.9%)	20 (22.0%)	14 (15.4%)	38 (41.8%)	9 (9.9%)	1 (1.1%)	3.20	1.19
3. Go to an officer or senior NCO with a problem	1 (1.1%)	9 (9.9%)	15 (16.5%)	49 (53.8%)	16 (17.6%)	1 (1.1%)	3.78	.90
4. Make an effort to get to know others in the unit	3 (3.3%)	8 (8.8%)	17 (18.7%)	41 (45.1%)	21 (23.1%)	1 (1.1%)	3.77	1.02
5. Sit around and complain about being bored all the time	15 (16.5%)	28 (30.8%)	22 (24.2%)	16 (17.6%)	9 (9.9%)	1 (1.1%)	2.73	1.23
6. Talk about being a marine with pride and satisfaction	11 (12.1%)	21 (23.1%)	29 (31.9%)	18 (19.8%)	11 (12.1%)	1 (1.1%)	2.97	1.19
7. Work harder than what is considered normal or average	6 (6.6%)	32 (35.2%)	22 (24.2%)	22 (24.2%)	8 (8.8%)	1 (1.1%)	2.93	1.11
8. Criticize the NCOs in your unit	3 (3.3%)	23 (25.3%)	33 (36.3%)	21 (23.1%)	10 (11.0%)	1 (1.1%)	3.13	1.03
9. Take advantage of another marine	32 (35.2%)	40 (44.0%)	13 (14.3%)	4 (4.4%)	1 (1.1%)	1 (1.1%)	1.91	.88
10. Criticize the marine corps	4 (4.4%)	12 (13.2%)	36 (39.6%)	25 (27.5%)	13 (14.3%)	1 (1.1%)	3.34	1.03
11. Urge others to try to do a good job	2 (2.2%)	17 (18.7%)	20 (22.2%)	43 (47.3%)	8 (8.8%)	1 (1.1%)	3.42	.97
12. Become involved in frequent arguments or fights with others in the unit	27 (29.7%)	45 (49.5%)	8 (8.8%)	7 (7.7%)	3 (3.3%)	1 (1.1%)	2.04	1.01
13. Go out and get drunk	3 (3.3%)	8 (8.8%)	48 (52.7%)	26 (28.6%)	5 (5.5%)	1 (1.1%)	3.24	.83
14. Purposely misuse equipment	18 (19.8%)	38 (41.8%)	28 (30.8%)	6 (6.6%)	0 (0.0%)	1 (1.1%)	2.24	.85
15. Criticize the officers in your unit	5 (5.5%)	22 (24.2%)	31 (34.1%)	25 (27.5%)	7 (7.7%)	1 (1.1%)	3.08	1.03
16. Express concern for the well being of other members of the unit	0 (0.0%)	2 (2.2%)	18 (19.8%)	50 (54.9%)	20 (22.0%)	1 (1.1%)	3.98	.72
17. Use drugs such as marijuana off duty	4 (4.4%)	8 (8.8%)	48 (52.7%)	21 (23.1%)	7 (7.7%)	3 (3.3%)	3.22	.89

Table 34  
Frequencies, means, and standard deviations of responses to norm questions - Okinawa sample

(If a member of your unit were to)	(Most other marines would)					No response	Mean	Standard deviation
	Strongly disagree with or discour- age it 1	Disagree with or discourage it 2	Consider it not important 3	Agree with or encourage it 4	Strongly agree with or encourage it 5			
1. Criticize the unit and people in it	5 (6.3%)	12 (15.2%)	32 (40.5%)	24 (30.4%)	6 (7.6%)	-	3.18	1.00
2. Suggest that we only do just enough to get by	7 (8.9%)	26 (32.9%)	18 (22.8%)	21 (26.6%)	7 (8.9%)	-	2.94	1.15
3. Go to an officer or senior NCO with a problem	6 (7.6%)	8 (10.1%)	10 (12.7%)	42 (53.2%)	13 (16.5%)	-	3.61	1.11
4. Make an effort to get to know others in the unit	1 (1.3%)	4 (5.1%)	19 (24.1%)	40 (50.6%)	15 (19.0%)	-	3.81	.85
5. Sit around and complain about being bored all the time	8 (10.1%)	25 (31.6%)	23 (29.1%)	16 (20.3%)	7 (8.9%)	-	2.86	1.13
6. Talk about being a marine with pride and satisfaction	8 (10.1%)	13 (16.5%)	30 (38.0%)	20 (25.3%)	8 (10.1%)	-	3.09	1.11
7. Work harder than what is considered normal or average	7 (8.9%)	22 (27.8%)	20 (25.3%)	23 (29.1%)	7 (8.9%)	-	3.01	1.14
8. Criticize the NCOs in your unit	5 (6.3%)	20 (25.3%)	18 (22.8%)	25 (31.6%)	11 (13.9%)	-	3.22	1.16
9. Take advantage of another marine	23 (29.0%)	33 (41.8%)	12 (15.2%)	6 (7.6%)	4 (5.1%)	1 (1.3%)	2.17	1.10
10. Criticize the marine corps	7 (8.8%)	12 (15.2%)	33 (41.8%)	18 (22.8%)	8 (10.1%)	1 (1.3%)	3.10	1.08
11. Urge others to try to do a good job	2 (2.5%)	8 (10.1%)	21 (26.6%)	39 (49.4%)	9 (11.4%)	-	3.57	.92
12. Become involved in frequent arguments or fights with others in the unit	19 (24.1%)	33 (41.8%)	18 (22.8%)	5 (6.3%)	4 (5.1%)	-	2.27	1.06
13. Go out and get drunk	2 (2.5%)	11 (13.9%)	35 (44.3%)	17 (21.5%)	14 (17.7%)	-	3.38	1.02
14. Purposely misuse equipment	18 (22.8%)	34 (43.0%)	21 (26.6%)	3 (3.8%)	3 (3.8%)	-	2.23	.97
15. Criticize the officers in your unit	8 (10.1%)	17 (21.5%)	31 (39.2%)	16 (20.3%)	7 (8.9%)	-	2.96	1.09
16. Express concern for the well being of other members of the unit	2 (2.5%)	7 (8.9%)	14 (17.8%)	42 (53.2%)	14 (17.6%)	-	3.77	.99
17. Use drugs such as marijuana off duty	17 (21.5%)	10 (12.6%)	33 (41.8%)	13 (16.5%)	15 (19.0%)	1 (1.3%)	2.73	1.17

Table 35

Tests for differences between mean responses to norm questions

ITEM	Mean Pendleton (Okinawa)	Std. Dev. Pendleton (Okinawa)	n	t	p-value*
1. Criticize unit	3.04 (3.19%)	1.17 (.99%)	78	-1.00	.320
2. Do just enough	3.19 (2.94%)	1.17 (1.16%)	78	1.61	.112
3. Go to officers/NCO with problem	3.79 (3.60%)	.89 (1.12%)	78	1.24	.218
4. Get to know others	3.73 (3.81%)	1.05 (.85%)	78	-.56	.577
5. Sit and complain	2.71 (2.87%)	1.27 (1.13%)	78	-.90	.370
6. Talk with pride	3.06 (3.08%)	1.19 (1.11%)	78	-.09	.928
7. Work harder than normal	3.00 (3.01%)	1.09 (1.15%)	78	-.08	.935
8. Criticize NCOs	3.14 (3.23%)	1.03 (1.16%)	78	-.60	.550
9. Take advantage of another marine	1.94 (2.17%)	.91 (1.11%)	77	-1.51	.135
10. Criticize Marine Corps	3.29 (3.12%)	.99 (1.08%)	77	1.26	.211
11. Urge others to do well	3.53 (3.56%)	.91 (.92%)	78	-.33	.744
12. Argue and fight	2.03 (2.27%)	.94 (1.07%)	78	-1.64	.105
13. Get drunk	3.23 (3.38%)	.81 (1.02%)	78	-1.04	.303
14. Misuse equipment	2.24 (2.23%)	.87 (.98%)	78	.11	.914
15. Criticize officers	3.05 (2.99%)	.97 (1.08%)	78	.43	.667
16. Express concern for others	3.95 (3.74%)	.72 (.96%)	78	1.84	.070
17. Use drugs	3.12 (2.73%)	.79 (1.19%)	75	2.47	.016

\*two-tailed probability

Table 36  
Source and accuracy of information about job in Okinawa

		Quantity of Information			Accuracy of Information			
		None	Some information	Much information	No information from source	Uncertain how accurate	Fairly inaccurate	Fairly accurate
PENDLETON SAMPLE	Number responding →	0	1	2	0	1	2	3
1. Formal Marine Corps orientation		27	41	20	24	11	5	46
2. Recruiter(s)		65	21	3	61	13	3	8
3. NCO(s)		13	52	25	12	23	10	44
4. Officers in my unit		25	35	29	24	13	3	46
5. Other marines who have been to Okinawa		6	33	50	7	28	14	41
6. Other marines who have <u>not</u> been to Okinawa		67	20	2	59	11	9	6
7. Relatives/friends <u>not</u> in the Marine Corps		62	20	7	56	11	3	16
8. Official Marine Corps publications, booklets		61	19	10	51	11	4	19
9. Career counselors		70	15	4	63	7	2	13
10. Others		66	1	4	62	1	0	5
OKINAWA SAMPLE								
1. Formal Marine Corps orientation		15	46	16	15	13	13	36
2. Recruiter(s)		54	20	3	53	7	3	14
3. NCO(s)		15	42	20	15	11	6	45
4. Officers in my unit		17	35	25	16	9	13	39
5. Other marines who have been to Okinawa		8	25	44	10	11	12	44
6. Other marines who have <u>not</u> been to Okinawa		55	18	5	54	7	11	4
7. Relatives/friends <u>not</u> in the Marine Corps		50	22	5	50	7	1	18
8. Official Marine Corps publications, booklets		43	27	7	41	13	6	16
9. Career counselors		64	9	4	61	4	2	9
10. Others		55	16	3	52	8	4	10

Table 37  
Source and accuracy of information about life in general in Okinawa

		Quantity of Information			Accuracy of Information			
		None	Some information	Much information	No information from source	Uncertain how accurate	Fairly inaccurate	Fairly accurate
PENDLETON SAMPLE								
INFORMATION SOURCE	Number responding →	0	1	2	0	1	2	3
1. Formal Marine Corps orientation		30	40	17	26	20	1	37
2. Recruiter(s)		76	10	1	69	6	2	5
3. NCO(s)		13	46	30	12	17	8	51
4. Officers in my unit		24	40	24	22	18	3	43
5. Other marines who have been to Okinawa		7	32	50	8	18	9	54
6. Other marines who have <u>not</u> been to Okinawa		66	19	2	63	7	9	4
7. Relatives/friends <u>not</u> in the Marine Corps		62	16	9	59	7	4	14
8. Official Marine Corps publications, booklets		59	21	8	54	7	2	20
9. Career counselors		72	11	4	68	3	3	9
10. Others		65	2	3	62	2	0	3
OKINAWA SAMPLE								
1. Formal Marine Corps orientation		26	34	18	26	6	10	36
2. Recruiter(s)		52	22	4	52	6	4	15
3. NCO(s)		20	41	17	21	8	11	38
4. Officers in my unit		25	31	22	23	11	7	37
5. Other marines who have been to Okinawa		11	28	39	14	8	10	46
6. Other marines who have <u>not</u> been to Okinawa		48	26	4	49	7	14	7
7. Relatives/friends <u>not</u> in the Marine Corps		47	20	10	46	4	6	21
8. Official Marine Corps publications, booklets		43	26	9	40	10	8	19
9. Career counselors		62	9	7	62	2	3	10
10. Others		58	15	3	56	4	4	12



Table 38  
Source and accuracy of information about adjusting to living in Okinawa

		Quantity of Information			Accuracy of Information			
		None	Some information	Much information	No informa- tion from source	Uncertain how accurate	Fairly inaccurate	Fairly accurate
PENDLETON SAMPLE								
INFORMATION SOURCE	Number responding →	0	1	2	0	1	2	3
1. Formal Marine Corps orientation		40	28	18	37	13	3	30
2. Recruiter(s)		78	6	2	73	2	1	5
3. NCO(s)		15	55	18	13	16	12	45
4. Officers in my unit		29	36	22	29	12	5	41
5. Other marines who have been to Okinawa		12	36	40	11	22	12	42
6. Other marines who have <u>not</u> been to Okinawa		69	14	2	65	7	7	3
7. Relatives/friends <u>not</u> in the Marine Corps		64	16	6	62	6	1	15
8. Official Marine Corps publications, booklets		64	15	8	58	4	3	17
9. Career counselors		70	8	8	65	8	2	7
10. Others		68	0	3	64	0	0	3

Table 39

Comparative rankings between Pendleton and Okinawa  
samples concerning quantity and accuracy of information about jobs

INFORMATION SOURCE	Rank by information quantity		Rank by information accuracy	
	Pendleton Sample	Okinawa Sample	Pendleton Sample	Okinawa Sample
1. Formal Marine Corps orientation	4	4	2	7
2. Recruiter(s)	8	8	8	6
3. NCO(s)	3	3	4	1
4. Officers in my unit	2	2	1	4
5. Other marines who have been to Okinawa	1	1	7	3
6. Other marines who have not been to Okinawa	9	7	9	9
7. Relatives/friends not in Marine Corps	6	6	6	2
8. Official Marine Corps publication/booklets	5	5	5	8
9. Career counselors	7	9	3	5
$r_s = .93$			$r_s = .23$	

Table 40

Comparative rankings between Pendleton and Okinawa samples  
concerning quantity and accuracy of information about life in general

INFORMATION SOURCE	Rank by information quantity		Rank by information accuracy	
	Pendleton Sample	Okinawa Sample	Pendleton Sample	Okinawa Sample
1. Formal Marine Corps orientation	4	4	5	2
2. Recruiter(s)	9	8	8	7
3. NCO(s)	2	3	3	5
4. Officers in my unit	3	2	2	4
5. Other marines who have been to Okinawa	1	1	4	1
6. Other marines who have not been to Okinawa	8	7	9	9
7. Relatives/friends not in Marine Corps	5	6	7	3
8. Official Marine Corps publication/booklets	6	5	1	8
9. Career counselors	7	9	6	6
$r_s = .92$			$r_s = .23$	



Appendix B  
Questionnaire

## SURVEY OF MARINE CORPS TRANSITIONS AND TRANSFERS

Texas A&M University is conducting a survey of Marine Corps transition. The information obtained will be used to: better understand transition and transfer processes and ultimately to improve personnel policies and practices.

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### PROTECTION OF PRIVACY

Public Law 93-579, entitled the Privacy Act of 1974 requires that all individuals be informed of the purposes and uses to be made of the information which is solicited. The following is furnished to explain why the information is requested and the general uses to which that information may be put.

Authority: The information requested is being collected by Texas A&M University under a research grant from the Office of Naval Research, N00014-81-K-0036, Project NR 170-925.

Purpose: The purpose of this survey is to better understand Marine Corps transfer and transition processes.

Uses: The research will be for research and analysis purposes only. Texas A&M University has the primary research and analysis responsibility. Individual responses are confidential. Summarized data which do not contain individual identifiers may be provided to the Office of Naval Research, the Marine Corps, other researchers for use in analysis related to personnel policies and issues.

Effects of Non-Disclosure: Participation in the survey is voluntary. No penalty will be imposed for failure to respond to any particular questions.

---

This study contains a series of survey and interview questions dealing with what you think about a variety of issues related to Marine Corps transfers and transitions.

Your answers will be completely confidential. No one from the Marine Corps will see your individual answers. All reports to the Marine Corps will be summaries of a large number of individuals.

If the survey is to be helpful in improving the Marine Corps for present and future Marines, it is important that you provide honest and candid answers and that you "tell it like you see it." Please answer all questions.

Section 1

Please answer each of the following questions.

1. Name (please print) \_\_\_\_\_
2. ID Number \_\_\_\_\_
3. Rank \_\_\_\_\_
4. Date you enlisted \_\_\_\_\_
5. Are you (check one)
  - \_\_\_\_\_ married
  - \_\_\_\_\_ single
  - \_\_\_\_\_ divorced
  - \_\_\_\_\_ engaged
  - \_\_\_\_\_ other (please specify) \_\_\_\_\_)
6. Primary MOS Number \_\_\_\_\_ Title \_\_\_\_\_
7. Current job title \_\_\_\_\_
8. Is your primary MOS the only MOS you have had since you enlisted?
  - \_\_\_\_\_ yes \_\_\_\_\_ no
9. Is your primary MOS the one you expected to have when you joined the Marines? \_\_\_\_\_ yes \_\_\_\_\_ no
 

If no, which MOS did you expect to have? \_\_\_\_\_
10. Would you prefer to have a different primary MOS? \_\_\_\_\_ yes \_\_\_\_\_ no
  - 10a. If yes, which one? Number \_\_\_\_\_ Title \_\_\_\_\_
  - 10b. If yes, why do you want a new MOS? \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 10c. If yes, would you say your chances of getting this new MOS are (check one):
  - \_\_\_\_\_ no chance at all
  - \_\_\_\_\_ very little chance
  - \_\_\_\_\_ some chance
  - \_\_\_\_\_ a pretty good chance
  - \_\_\_\_\_ an excellent chance

11. How many different cities did you live in before you joined the Marines?  
 \_\_\_\_\_ (number)
12. How many different places have you been stationed in since joining the Marines?  
 \_\_\_\_\_ (number)
13. Have you ever been outside of the United States? \_\_\_\_\_ yes \_\_\_\_\_ no  
 If yes, where, when, how long?

Where?When?How long?

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## Section 2

ANSWER THIS SECTION ONLY IF YOU ARE MARRIED, OTHERWISE GO ON TO THE NEXT SECTION.

14. How long have you been married? \_\_\_\_\_
15. Where is your wife now? \_\_\_\_\_
16. Where will your wife be while you are in Okinawa? \_\_\_\_\_  
 \_\_\_\_\_
17. Do you have any children (check one)? \_\_\_\_\_ yes \_\_\_\_\_ no  
 If yes, how many? \_\_\_\_\_

## Section 3: Expectations

The following questions deal with what you expect Okinawa to be like. For each question put the number of the answer which comes closest to your expectations in the space provided at the beginning of each question. Please answer all questions.

- \_\_\_\_\_ 18. Compared to here, living in Okinawa will be:

1	2	3	4	5
Much more boring	More boring	About the same	More interesting	Much more interesting

\_\_\_\_\_ 19. My job in Okinawa will be:

1	2	3	4	5
Much less interesting than Pendleton	Less interesting	About the same as now	More interesting	Much more interesting than at Pendleton

\_\_\_\_\_ 20. The natives on Okinawa will be:

1	2	3	4	5
Very hostile	Hostile	Indifferent	Friendly	Very friendly

\_\_\_\_\_ 21. Compared to here, my standard of living while in Okinawa will be:

1	2	3	4	5
Much poorer	Poorer	About the same	Better	Much better

\_\_\_\_\_ 22. In Okinawa, drug and alcohol use in my unit will:

1	2	3	4	5
Greatly increase	Increase	About the same	Decrease	Greatly decrease

\_\_\_\_\_ 23. While in Okinawa, my unit will be:

1	2	3	4	5
Much less close	Less close	About the same	Closer	Much closer

\_\_\_\_\_ 24. While in Okinawa, the officers in my unit will be:

1	2	3	4	5
Much stricter	Stricter	About the same	Less strict	Much less strict

\_\_\_\_\_ 25. While in Okinawa, rules and regulations will be enforced:

1	2	3	4	5
Much more strictly	More strictly	About the same	Less strictly	Much less strictly

\_\_\_\_\_ 26. Compared to here, the weather in Okinawa will be:

1	2	3	4	5
Much worse	Worse	About the same	Better	Much better

\_\_\_\_\_ 27. Compared to here, the activities and entertainment available for leisure time in Okinawa will be:

1	2	3	4	5
Much worse	Worse	About the same	Better	Much better

\_\_\_\_\_ 28. Compared to here, in Okinawa I will have:

1	2	3	4	5
Many fewer friends	Fewer friends	About the same	More friends	Many more friends

\_\_\_\_\_ 29. In Okinawa, I will miss my family/relatives:

1	2	3	4	5
Much more than here	More than here	About the same	Less than here	Much less than here

\_\_\_\_\_ 30. Overall, I expect my transfer and adjustment to Okinawa to be:

1	2	3	4	5
Very difficult	Difficult	So-So	Easy	Very easy

\_\_\_\_\_ 31. Overall, my level of satisfaction with Camp Pendleton is:

1	2	3	4	5
Very dissatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied

\_\_\_\_\_ 32. I intend to complete my enlistment:

1	2	3	4	5
Strongly disagree	Disagree	Unsure	Agree	Strongly agree

\_\_\_\_\_ 33. I intend to re-enlist:

1	2	3	4	5
Definitely not	Probably not	Unsure	Probably yes	Definitely yes

\_\_\_\_\_ 34. What are the chances you will finish your enlistment?

1	2	3	4	5
Definitely not	Probably not	Unsure	Probably yes	Definitely yes

\_\_\_\_\_ 35. How satisfied have you been with the Marine Corps up to now?

1	2	3	4	5
Very dissatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied

\_\_\_\_\_ 36. On the whole, would you prefer to be at Camp Pendleton or in Okinawa?

- 1 Okinawa strongly preferred
- 2 Okinawa somewhat preferred
- 3 Okinawa slightly preferred
- 4 no preference
- 5 Camp Pendleton slightly preferred
- 6 Camp Pendleton somewhat preferred
- 7 Camp Pendleton strongly preferred

- \_\_\_\_\_ 37. On the whole, would you say you are giving up a lot to go to Okinawa, or gaining a lot by going?
- 1 giving up a lot
  - 2 giving up a little
  - 3 about even
  - 4 gaining a little
  - 5 gaining a lot
- \_\_\_\_\_ 38. When you were transferred to Camp Pendleton, how long did it take you to feel comfortable living here?
- 1 no time at all
  - 2 a week or two
  - 3 about a month
  - 4 more than month
  - 5 I'm still not comfortable here
- \_\_\_\_\_ 39. When you go to Okinawa, how long do you think it will take to become comfortable?
- 1 no time at all
  - 2 a week or two
  - 3 about a month
  - 4 more than a month
  - 5 I'll never be comfortable there
- \_\_\_\_\_ 40. When you were in boot camp, how easy was it for you to adjust to the routine and the hassle?
- 1 It was very easy to get adjusted
  - 2 It was fairly easy to get adjusted
  - 3 Neither easy nor difficult
  - 4 It was moderately difficult to get adjusted
  - 5 It was very difficult to get adjusted
- \_\_\_\_\_ 41. Looking back over your life to the times you've moved or experienced a major change, would you say that you:
- 1 Have almost always learned to be happy with the change
  - 2 Have often learned to be happy with the change
  - 3 Have sometimes been happy and sometimes unhappy with the change
  - 4 Have often stayed unhappy with the change
  - 5 Have almost always stayed unhappy with the change

\_\_\_\_\_  
Name

### Interview Questions

42. What will you miss a lot when you go to Okinawa, that you have here?

43. What are the good things about going to Okinawa? What can you do there that is better than here?

- # of hours per week
44. How many hours per week do you usually work? \_\_\_\_\_
45. How many hours per week did you expect to work when you enlisted? \_\_\_\_\_
46. How many hours per week do you think is "about right?" \_\_\_\_\_
47. Have you been on any training exercises since you came here where you have stayed out at least 3 nights away from your barracks? yes \_\_\_\_\_  
no \_\_\_\_\_
- a. If yes, how many times? # of times \_\_\_\_\_
- b. How would you describe the number of training exercises you have been on?
- far too few \_\_\_\_\_(1)
  - not quite enough \_\_\_\_\_(2)
  - about right \_\_\_\_\_(3)
  - a few too many \_\_\_\_\_(4)
  - far too many \_\_\_\_\_(5)
- c. How would you describe how long these training exercises lasted?
- far too long \_\_\_\_\_(1)
  - a little too long \_\_\_\_\_(2)
  - about right \_\_\_\_\_(3)
  - a little too short \_\_\_\_\_(4)
  - far too short \_\_\_\_\_(5)
-



Think about the job you are doing here and the people you work and live with. How much would you agree or disagree with each of the following statements?

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

(On any question where 4 or 5 on negative statement, or 1 or 2 on positive statement, explore why?)

48. I feel my superior officers are far too concerned with making sure every rule and regulation is followed. . . . . \_\_\_\_\_
49. Since I have been here, I have noticed that many of the people I live and work with are pretty irritable and hard to get along with. . . \_\_\_\_\_
50. The training I received to do my job gave me the skills necessary to to perform my job well. . . . . \_\_\_\_\_
51. I am often uncertain about exactly what I am supposed to be doing on my job. . . . . \_\_\_\_\_
52. I am often given too much work to do and not enough time to do it. \_\_\_\_\_
53. I am often asked by one person to do something that keeps me from doing something another person asked me to do. . . . . \_\_\_\_\_
54. Sometimes I am asked to do things that I think aren't right. . . . \_\_\_\_\_
-

Think about times when you are faced with a situation that puts you under a lot of pressure. Using the following scale, how often would you. . .

- 0 = never
- 1 = seldom
- 2 = sometimes
- 3 = frequently
- 4 = almost always

- 55. Sit back and say "there's nothing I can do about it" and simply accept the situation. . . . . \_\_\_\_\_
- 56. Try to stay away from/avoid what's causing the problem . . . . . \_\_\_\_\_
- 57. Go and talk to someone who can help you feel better or help you work out the problem . . . . . \_\_\_\_\_  
(If response is 3 or 4 ask who ) \_\_\_\_\_
- 58. Try to plan ahead or organize yourself so that you can deal with the problem better . . . . . \_\_\_\_\_
- 59. Try to get additional training or learn something new that will help you deal with the problem . . . . . \_\_\_\_\_

Think about the things you do and the way you feel here. How often do you. . .

- 60. Sit around and just talk with your friends for more than # times/week  
1/2 hour about nothing in particular, just visit. . . . . \_\_\_\_\_
- 61. Relax with a book, hobby, listen to music . . . . . \_\_\_\_\_
- 62. Play some sport (jog, basketball, football, etc.) . . . . . \_\_\_\_\_
- 63.a. Feel really nervous or anxious. . . . . # times/month \_\_\_\_\_

b. What makes you feel nervous or anxious?

- 64. Call your wife/family/girlfriend on the phone . . . . . \_\_\_\_\_
- 65. Write your wife/family/girlfriend a letter. . . . . \_\_\_\_\_
- 66. Get angry to the point of "telling somebody off". . . . . \_\_\_\_\_
- 67. Get in a physical fight with somebody . . . . . \_\_\_\_\_
- 68. Go out with your friends and get drunk. . . . . \_\_\_\_\_

69. Use some drug other than alcohol. . . . . \_\_\_\_\_

70. Feel lonely . . . . . \_\_\_\_\_

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71. When you get liberty, how often would you say you go off base on a trip to one of the nearby cities like La Jolla, San Diego, Los Angeles, etc.?

never \_\_\_\_\_ (1)

seldom \_\_\_\_\_ (2)

sometimes \_\_\_\_\_ (3)

frequently \_\_\_\_\_ (4)

almost always \_\_\_\_\_ (5)

72. How would you rate the on-base activities available here when you have free time?

terrible \_\_\_\_\_ (1)

bad \_\_\_\_\_ (2)

so-so \_\_\_\_\_ (3)

good \_\_\_\_\_ (4)

excellent \_\_\_\_\_ (5)

73. How would you rate the off-base activities available here when you have free time?

terrible \_\_\_\_\_ (1)

bad \_\_\_\_\_ (2)

so-so \_\_\_\_\_ (3)

good \_\_\_\_\_ (4)

excellent \_\_\_\_\_ (5)

74. How much do you miss your family and civilian friends now that you are here?

I miss them very much \_\_\_\_\_ (1)

I miss them some \_\_\_\_\_ (2)

I miss them a little \_\_\_\_\_ (3)

I don't miss them at all \_\_\_\_\_ (4)

---

Since you enlisted how often have you -

75. Been on an unauthorized absence? # of times \_\_\_\_\_
76. Been hospitalized overnight? # of days \_\_\_\_\_
77. Been in the brig? # of days \_\_\_\_\_
78. Been on sick call? # of days \_\_\_\_\_

a. Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

For the following questions I'm going to ask you to tell me the reaction of most members of your unit if a marine said a particular thing or behaved in a certain way.

For example: (use item #1)

Please choose one of the following five answers:

(give respondent card with these responses printed)

1. Strongly disagree with or discourage it
2. Disagree with or discourage it
3. Consider it not important
4. Agree with or encourage it
5. Strongly agree with or encourage it

If a member of your unit were to . . .

Most other  
marines would . . .

- \_\_\_\_ 79. Criticize the unit and people in it
- \_\_\_\_ 80. Suggest that we only do just enough to get by
- \_\_\_\_ 81. go to an officer or senior NCO with a problem
- \_\_\_\_ 82. Make an effort to get to know others in the unit
- \_\_\_\_ 83. Sit around and complain about being bored all the time
- \_\_\_\_ 84. Talk about being a marine with pride and satisfaction
- \_\_\_\_ 85. Work harder than what is considered normal or average
- \_\_\_\_ 86. Criticize the NCOs in your unit
- \_\_\_\_ 87. Take advantage of another marine

Please choose one of the following five answers:

(give respondent card with these responses printed)

1. Strongly disagree with or discourage it
2. Disagree with or discourage it
3. Consider it not important
4. Agree with or encourage it
5. Strongly agree with or encourage it

---

If a member of your unit were to . . .

Most other  
marines would . . .

---

- \_\_\_ 88. Criticize the marine corps
- \_\_\_ 89. Urge others to try to do a good job
- \_\_\_ 90. Become involved in frequent arguments or fights with others in the unit
- \_\_\_ 91. Go out and get drunk
- \_\_\_ 92. Purposely misuse equipment
- \_\_\_ 93. Criticize the officers in your unit
- \_\_\_ 94. Express concern for the well being of other members of the unit
- \_\_\_ 95. Use drugs such as marijuana off duty
- 

96. How does your wife/family/girlfriend feel about you going to Okinawa?

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97. What problems, if any, will your wife/family/girlfriend have while you are in Okinawa?

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98. What do you think will be biggest problem for you in getting adjusted to being in Okinawa?

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99. Why did you join the Marines?

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100. Looking back, would you say this was a good or bad reason for joining?

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---

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\_\_\_\_\_  
Name

### Information about Okinawa

Below we would like you to tell us who gave you information or advice about Okinawa, and how accurate you think that information is. We are interested in three types of information: about your job in Okinawa, about life in general in Okinawa, and about how to best adjust to conditions in Okinawa.

On this page, please tell us who gave you information and how accurate it is regarding your job in Okinawa. Use the following scales. Write the number of your answers for each source on the lines beside each source.

How much information did  
you receive from each  
source about your job?

How accurate do you  
think the information  
is from each source?

0 = none

1 = some information

2 = much information

0 = you received no infor-  
mation from that source

1 = uncertain how accurate

2 = fairly inaccurate

3 = fairly accurate

- | <u>Source</u>  |       |       |
|--|-------|-------|
| 1. Formal Marine Corps Orientation . . . . .               | _____ | _____ |
| 2. Recruiter(s). . . . .                                   | _____ | _____ |
| 3. NCO(s). . . . .   | _____ | _____ |
| 4. Officers in my unit . . .                               | _____ | _____ |
| 5. Other Marines who have been to Okinawa . . . . .        | _____ | _____ |
| 6. Other Marines who have <u>not</u> been to Okinawa . . . | _____ | _____ |
| 7. Relatives/friends <u>not</u> in the Marine Corps . . .  | _____ | _____ |
| 8. Official Marine Corps publications, booklets. .         | _____ | _____ |
| 9. Career counselors . . . .                               | _____ | _____ |
| 10. Others (specify). . . . .                              | _____ | _____ |

\_\_\_\_\_

Now do the same thing again for your sources of information about life in Okinawa in general (for example, climate, entertainment, terrain, natives, etc.)

How much information did  
you receive from each  
source about life in  
general in Okinawa?

How accurate do you  
think the information  
is from each source?

0 = none  
1 = some information  
2 = much information

0 = you received no infor-  
mation from that source  
1 = uncertain how accurate  
2 = fairly inaccurate  
3 = fairly accurate

Source

- |   |       |       |
|---|-------|-------|
| 11. Formal Marine Corps<br>Orientation . . . . .        | _____ | _____ |
| 12. Recruiter(s) . . . . .                              | _____ | _____ |
| 13. NCO(s) . . . . .                                    | _____ | _____ |
| 14. Officers in my unit . . .                           | _____ | _____ |
| 15. Other Marines who have<br>been to Okinawa . . . . . | _____ | _____ |
| 16. Other Marines who have<br>not been to Okinawa . . . | _____ | _____ |
| 17. Relatives/friends not<br>in the Marine Corps . . .  | _____ | _____ |
| 18. Official Marine Corps<br>publications, booklets. .  | _____ | _____ |
| 19. Career counselors . . . .                           | _____ | _____ |
| 20. Others (specify) . . . . .                          | _____ | _____ |

\_\_\_\_\_



Now do the same thing again for your sources of information about how best to adjust or cope with living in Okinawa.

How much information did  
you receive from each  
source about adjusting to  
Okinawa?

How accurate do you  
think the information  
is from each source?

0 = none

1 = some information

2 = much information

0 = you received no infor-  
mation from that source

1 = uncertain how accurate

2 = fairly inaccurate

3 = fairly accurate

Source

- |   |       |       |
|---|-------|-------|
| 21. Formal Marine Corps<br>Orientation . . . . .        | _____ | _____ |
| 22. Recruiter(s). . . . .                               | _____ | _____ |
| 23. NCO(s). . . . .                                     | _____ | _____ |
| 24. Officers in my unit . . .                           | _____ | _____ |
| 25. Other Marines who have<br>been to Okinawa . . . . . | _____ | _____ |
| 26. Other Marines who have<br>not been to Okinawa . . . | _____ | _____ |
| 27. Relatives/friends not<br>in the Marine Corps . . .  | _____ | _____ |
| 28. Official Marine Corps<br>publications, booklets. .  | _____ | _____ |
| 29. Career counselors . . . .                           | _____ | _____ |
| 30. Others (specify). . . . .                           | _____ | _____ |

\_\_\_\_\_

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